

UNITED STATES GOVERNMENT

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# Memorandum

TO : Director of Training  
THRU : Chief, Operations School, OTR

DATE: 15 November 1965

FROM : Chief, Training Assistance Staff, Operations School

SUBJECT: Weekly Activity Report #36  
9 - 15 November 1965

## A. SIGNIFICANT ITEMS:

None to report.

## B. OTHER ITEMS:

### 1. COUNTERINSURGENCY STUDY COMMITTEE:

OTR was represented by [ ] at the November 12 meeting of the Counterinsurgency Study Committee, held under the temporary chairmanship of C/WPS. Most of the session was devoted to a discussion of the terms of reference for the paper re-evaluating the C-I effort, which is to be submitted to the DDP. [ ]

[ ] C/Historical Staff, suggested that he withdraw from the committee, since he felt he had no direct responsibility in the C-I field. C/WPS agreed to consider the suggestion and added that since OTR has only an ancillary role in the functioning of the committee, its representative might also be relieved of his responsibility therein.

A copy of the approved Memorandum for the Record of the 2 November meeting is attached.

### 2. TRAINING MATERIALS FORWARDED:

	82
	25 YEAR RE-REVIEW
	31
TOTAL	113

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Attachment: 1 asa

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**MEMORANDUM FOR THE RECORD**

**SUBJECT: Counterinsurgency Study Committee**

1. The second meeting of the Counterinsurgency Study Committee was held on 2 November 1965 at 10:30 in Room GE 0444. Those attending were Mr. [ ] Chief, War Plans Staff (who acted as Chairman) 25X1  
in the place of [ ] absent on TDY; [ ] WPS; 25X1  
[ ] CA/ [ ] DDP Representative, 25X1  
Historical Staff, O/DCI; [ ] and [ ] 25X1  
[ ] OTR. 25X1

2. [ ] stated that he had made some inquiries since the last meeting to clarify the problems facing the Committee. The large number of documents already available on Counterinsurgency -- 50,000 index cards exist on the subject -- indicates the vast scope of this growing field and the necessity of strictly limiting the Committee's inquiry. A conversation with [ ] filled in some of the background on the origin of the Committee. [ ] when he assumed 25X1  
his new duties, felt the need for clarifying the question of Counterinsurgency 25X1  
as it relates to the Clandestine Services and asked [ ] to 25X1  
prepare a paper on doctrine, which is now being developed by [ ]

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3. An area in CI that appears to need study is its premilitary phase. A study of this problem would entail an examination of the experience of the Clandestine Services as well as drawing on the expertise of knowledgeable persons in this field. This appears to be the present problem, though it may move in a different direction once the investigation is under way.

4. It was agreed that the first step should be to draw up terms of reference for the inquiry as the Committee sees them at present and to show them to the DDP to see if we are moving in the desired direction before we proceed further. [redacted]

to propose such terms of reference before the next meeting.

5. [redacted] also said that he intends to talk with [redacted]

[redacted] after their return. At this stage of the inquiry, he said, [redacted] of the Institute for Defense Analysis will not be involved in the Committee's work, though he may be brought in later for consultation.

6. It was suggested that the draft of [redacted] paper might include the following points: (1) that we should base our study on efforts directly relating to the past experience of the Clandestine Services, and (2) that emphasis should be on the premilitary phase of CI with specific reference to (a) on the intelligence analysis of early indications of incipient CI activity and (b) covert action which we might be in

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a position to take before the initiation of any armed conflict phase. On the basis of the approved terms of reference, the next step would be to identify pertinent and useful CS documents. After the appropriate documents had been assembled, each member of the Committee would be responsible for reviewing a certain share of them.

7. It was suggested that each member of the Committee make a list of persons with expertise in the CI field who might point us toward additional pertinent documents. At this juncture, [ ] offered to make available the extensive list of persons with CI background as well as project histories that he is putting together in connection with his historical research program.

25X1

8. [ ] felt that the final paper should be based on the concepts in the basic CI documents (the ODP, the NSCIDs, the Agency paper on participation in the ODP operations, etc.) to ensure that there is doctrine for the primary CI missions of the DDP. He also suggested that part 4 ("Concepts of Operations") of the above-mentioned Agency paper be used as a basic outline and framework for listing the relevant papers which we are collecting and that the doctrine papers be identified with the concepts in the basic Agency document.

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9. [ ] was of the opinion that we should be flexible and practical in the application of CI doctrine, since conditions in each country

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differ. He felt that our final paper should provide clearcut guidelines to future action by describing realistically our capabilities, strengths, and weaknesses.

25X1 10. [ ] suggested that our ultimate aim should be to provide the DDP with recommendations as to how our CI effort might be improved, based on a study of our past performance. What have our successes and mistakes been, in what CI fields are we most competent, what improvements could we make in the future, and (perhaps) where should our doctrine be changed to square with our experience?

11. The next meeting of the Committee will be held on Friday, 12 November, at 1500 hours in [ ] office (GE 0444)

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